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**TOWN OF AMHERST
2010 COMMUNITY DEVELOPMENT BLOCK GRANT FUNDING
SOCIAL SERVICE APPLICATION**

**Contact Information:
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Bangs Center
70 Boltwood Walk
Amherst, MA 01002
413-253-2591**



Big Brothers Big Sisters of Hampshire County

TOWN OF AMHERST HUMAN SERVICE FUNDING APPLICATION

AGENCY NAME: Center for Human Development

AGENCY ADDRESS: 332 Birnie Avenue Springfield, MA 01107

PROGRAM NAME: Big Brothers Big Sisters of Hampshire County

PROGRAM ADDRESS: Bangs Center 70 Boltwood Walk, Amherst MA 01002

AGENCY PHONE NO: 413-253-2591

CONTACT PERSON: Renee Moss

2011 CDBG REQUEST: \$25,000

Cover Sheet – Social Service Activity

1. **Project Name:** CHD/BBBS Educational Advocacy Mentoring Program
2. **Budget Request:** \$25,000
3. **Activity Identification—please check one**
 - ☐ Homelessness and sheltering
 - ☒ **Education: outreach and advocacy**
 - ☐ Mental health services
 - ☐ Emergency & preventive services: rental, food, fuel, shelter and transitional assistance
 - ☐ Other
4. **Number of low/moderate income individuals/families served:**

This project will serve 25 low income children.
5. **Describe how you will ensure that participants meet low/moderate income requirements:**

The program will meet with families to fill out paperwork asking for income levels. We have been providing this information for CDBG for many years, both in Amherst and Northampton.
6. **Demonstrate consistency with the Town's Community Development Strategy and the priorities as established by the Community Development Committee:**

The Town's Community Development Strategy lists Educational Advocacy and Outreach as a social service funding priority. Big Brothers Big Sisters is proposing to realign our focus to provide mentoring services to families where there is a need for educational outreach and advocacy. Working in collaboration with CHD's Family Outreach of Amherst, referrals of mentees will ensure that we can be part of a team that will encourage school engagement for the families of our mentees. Our services will add a protective factor providing a mentor that will strengthen educational success and healthy family and community engagement.

**A. Please describe in full the project for which you are requesting funding:
Include information on the number of individuals or families to be served and who they are, i.e. disabled, low-income, homeless, etc.**

CHD/Big Brothers Big Sisters of Hampshire County (BBBS) is requesting funds from the Town of Amherst CDBG Social Service Application to work in collaboration with CHD's Family Outreach of Amherst (FOA) and the Amherst Schools to provide mentoring services and educational advocacy to Amherst children from low income families with relatively low educational attainment.

FOA's Family Engagement Project provides an Educational Advocate who is located in the three Amherst elementary schools. The FOA Advocate's goal is to increase positive school engagement for parents who feel disenfranchised from the public schools. The FOA advocate accepts referrals from teachers and guidance counselors of families who are not responding to school personnel, and whose children are exhibiting behaviors that will be detrimental to their school success such as excessive absences, behavioral problems, and underachieving. This project will be a partnership with FOA that will enlist the expertise of BBBS to provide mentors to the children from families that have been identified by the FOA Educational Advocate. The BBBS case manager will also work closely with the FOA advocate and the schools and will be a member of the family support team.

BBBS will create and support mentoring relationships for 25 referred children. The mentors will be adults from the community as well as college students. The project will utilize the program's strong and successful community-based as well as our well-established campus site-based mentoring models. Depending upon the specific situation of each child and family, the BBBS staff of experienced case managers will determine which of these settings will be best for the child. Matches will meet weekly for three to five hours for at least one year. BBBS will provide screening, training, and ongoing supervision and support for participants throughout the duration of the matches.

Community-based matches meet weekly on weekends or after school. The mentor and mentee arrange their time together independent of the program and confirm with the parent. They spend time together doing things such as hiking, biking, playing ball, doing arts and crafts projects, going to the library, cooking dinner together at the mentor's house, having a picnic, bowling, etc. The program is very proactive in obtaining free or discounted access to various recreational or cultural venues in the community for our matches.

Site-based matches also meet weekly. This program, supervised on-site by the BBBS case manager, utilizes college students as mentors and takes place on the Amherst College and UMass campuses. The Amherst schools provide transportation at the end of the school day to Amherst College or UMass where the mentees meet with their mentors. They go off as pairs, utilizing many of the facilities of the campuses such as the library, museum, and craft center and then come back as a group to have dinner together at the College dining hall. The ability to spend time on a college campus and develop a friendship with a college student helps dispel the mystique of higher education and encourage higher educational aspirations for the mentees.

The BBBS case manager will meet with each referred family, completing an assessment and developing a relationship of trust and a connection to the program. The case manager will also meet with the children and work closely with FOA and the schools to be able to gather information in order to make the best match possible. The case manager will have regular contact with the child and family throughout the tenure of the match. Families will be invited to BBBS group events such as our annual Holiday Pot Luck Dinner, Autumn Ice Cream Social, Spring Friendship Party and May Barbecue. Through this ongoing contact and group activities BBBS will build a sense of community and connection for the families who are part of this project. The case manager will build a close relationship with the parents and be available for advocacy with the schools on their behalf.

The case manager will recruit, screen and train all potential mentors, with a special training for this particular group on educational encouragement and advocacy. During the screening process the case manager will assess each mentor: their values, family histories, interests, sense of humor, etc. in order to be able to make the best match possible. Once matched, the mentor will develop a dependable and trusting relationship with the child. Mentors make a commitment to get together weekly with their mentees for at least one year. In the 35 year history of BBBS, we have seen most of our matches continue way beyond the initial one-year commitment and many have gone on to become life long friendships. We have seen several instances of mentors playing a strong proactive role in encouraging the pursuit of higher education for their mentees. We have seen this relationship as directly responsible for breaking a cycle of generations of educational under-achievement and have seen our mentees become the first person in their families to graduate from High School and even go to college.

These matches provide opportunities for pro-social involvement through a strong connection to a positive role model who can provide a safe and enriching relationship-based experience. Mentors who will be either college students or community members who have achieved educational success model positive and “can do” attitudes toward education. They will also serve as educational advocates for their mentees by participating in school meetings and activities when appropriate. The BBBS case manager who supervises the match will also serve as an educational advocate for the child and family by being part of the Family Support Team.

B. What is the community’s need for the proposed project/program?

Define the need or problem to be addressed by the proposed project. Explain why the project is important. Provide evidence of the severity of the need or problem. Who is the affected population and why is this population presently underserved or not served?

The proposed project will address the need for educational advocacy and encouragement for low income children and families residing in the apartment complexes in Amherst. The achievement gap between middle class and low income children in the Amherst schools is great. A common thread for many of these families is low educational attainment. The Big Brothers Big Sisters mentoring model is a research-based program that is proven to increase the likelihood of school success for children growing up in families with many risk factors, including generations of illiteracy. Many of the parents of children we are proposing to serve have had difficult school experiences themselves and are intimidated by the school setting. It is extremely challenging for

the schools to engage these parents and involve them in their children's education. By providing a mentor for the child at the same time that FOA is providing advocacy support for the parent, these complimentary services can truly provide the support that can change the educational aspirations for the child. The BBBS case manager and mentor may also serve as educational advocates for the family

This population is not adequately served by BBBS due to lack of program capacity. CDBG funding would guarantee increased capacity for the program (which is dedicated case management time) that would be restricted to this underserved population.

The need for the services of BBBS is evident in its long waiting list, with new referrals coming in every day. Presently the program has a waiting list of close to 200 children throughout Hampshire County, with over 50 children from Amherst. Many of these children are the same ones who would be referred by the Educational Advocate from FOA. Recently, we purged our waiting list, removing names of children who had aged out of eligibility for our services. Close to 20 names in Amherst alone had to be removed, representing young people who never got the opportunity to receive our services. Even children who receive mentors are often on the list for two years or more.

C. Community Involvement

What process was used to select this particular project? How was the process responsive to expressed community need?

Upon reviewing the new focus areas for CDBG funds we are realigning our services with the strategic priorities as stated in the 2011 Community Development Strategy issued by the Community Development Committee. This particular project was designed to respond to the stated priorities. The project BBBS is proposing came as a result of discussions with other service providers, including Family Outreach of Amherst, the Amherst Public Schools, Amherst town officials, and other agencies that participate in the Amherst Human Services Network.

The process was responsive to expressed community needs in that we focused on a population that was at risk of homelessness. Through the referral process with FOA we will be working with families that either have histories of homelessness or are at-risk of homelessness. As FOA provides homelessness prevention services, providing mentors for children in these families will be an investment in breaking the multi-generational cycles of illiteracy and low educational attainment which often lead to homelessness.

Define the process that will be used to maintain involvement of the project beneficiaries in the implementation of the project.

BBBS will maintain involvement of project beneficiaries through ongoing contact with the families through case manager home visits, phone calls, and client satisfaction surveys. In addition, ongoing collaboration with other service providers and the schools will ensure consistent and respectful service delivery to the beneficiaries.

D. Project Feasibility

The project impact will be evaluated upon the extent to which the response meets the following criteria:

- 1. Describe what evidence exists to show that the community at large or project beneficiaries will use the project. Include documentation of demand for the activity through summary descriptions of surveys, inquiries, waiting lists or past participation.**

As stated above, the evidence that shows that the beneficiaries will use the project is the long waiting list that has grown over the past several years due to cuts in funding that have caused the program to be forced to cut staff, hence decreasing the program's capacity. We have gone from a staff of 8 with a capacity of 230 matches per year to a staff of five with a capacity of 170 matches. Even at our maximum capacity, we had a long waiting list of mentees. Our present waiting list is close to 200 county-wide and close to 80 children in Amherst alone. We get calls almost every day from Amherst families living in the apartment complexes requesting mentors for their children.

- 2. If applicable, describe and document the availability and source of matching or other funds needed to complete the project.**

Other funds will be needed to sustain the proposed project. BBBS has a fundraising program in place consisting of special events as well as a strong individual donor base. Our events include two Craft Fairs and a Bowl-a-thon which together raise over \$120,000. We are also adding a new event this year which will be an Amherst based Spring event. We have an active Advisory Board dedicated to increasing our revenue through individual donors. We are also always seeking new grant support from State and Federal government, foundations and corporations. Additionally, CHD has a Development and Marketing Department that assists strengthening fundraising, marketing and program development initiatives.

- 3. Identify the roles and responsibilities of all personnel involved in the project as well as internal controls.**

The personnel for this project will consist of the following staffing roster: case manager (a.625 FTE) who will work with the children, families and mentors as well as collaborate with the FOA Educational Advocate at the schools and other school personnel when appropriate. Our case managers are all MSW's or MEd's and have several years experience working with children and families. The case manager will be supervised by our Program Supervisor, Ruth Harms, who has been with the program for twenty years. Program Director, Renee Moss, who has been with the program for 25 years will oversee the program and supervise Ruth Harms. Our Administrative Manager will provide the clerical support for this program and we hope to have an Americorps Member whose time will be focused on college and community mentor recruitment, as well as assisting in staffing the site-based programs.

4. Citing past accomplishments, document that the agency has the necessary past expertise to conduct the activity and has successfully completed past activities in a timely manner.

Big Brothers Big Sisters of Hampshire County, a Program of the Center for Human Development, has been serving children and families in Amherst since 1975 and has always received Town funding. We have a history of over thirty five years of providing the services promised and have been fiscally sound and responsible. As a local affiliate of Big Brothers Big Sisters of America we have adopted a mentoring model that is research-based, proven to produce positive outcomes for mentees. As a program of The Center for Human Development, we have a sound and sophisticated administrative infrastructure with over 35 years of experience overseeing hundreds of government contracts.

BBBS has been receiving CDBG funds from Northampton for over 25 years and has always been in compliance with regulations and fulfilled our contract requirements in a timely and competent manner. We have been receiving Amherst CDBG funds for the last two years and have also delivered and even exceeded our contracted services. We have filed all reports on time and supplied accurate demographic and outcome data.

5. Please submit a program budget that includes all sources of revenue and all expenses.

See attached.

E. Impact

Describe the impact the activity will have on the specifically identified needs. What measurable improvements will result from the activity? How much of the need will be addressed? Define the direct and indirect outcomes that will result from the project. Identify quantitative and qualitative measures determine that the outcomes are achieved.

The program will have significant impact upon the need for educational advocacy and outreach for many of the families living in the local apartment complexes. As the FOA Educational Advocate works directly with the families and the BBBS Case Manager provides a successful mentoring match for the child, the parent will feel more confident in engaging with the schools around their child's education. The mentoring relationship will be providing experiences for the child that will help build confidence and experience greater school success which will inspire the parent to feel more positive about their own engagement with the school. Also, the parent will feel greater confidence due to the inclusion of more adults in their own lives to support them in their ability to engage with the schools – the advocate from FOA, the BBBS case manager and the mentor.

The direct outcome that will result from this project will be the creation and support of 25 matches for children from low income families that are somewhat disengaged from the schools. Our short-term goals are to make the matches and ensure that they meet regularly and focus on

the needs of each individual child. Our long-term goals are to see improvement in our Performance-Based Outcome Indicators, which are measured after the first six months of a match and annually after that. For this project, we will design a form for teachers and guidance counselors requesting information regarding ease of parent contact and general parent engagement.

Program staff will meet weekly with a clinician to review cases and intakes. Statistics are annually reviewed for adherence to program goals, client priorities, and contractual agreements by program staff, program director, and outside funding sources. Our sponsoring agency, the Center for Human Development, requires regular program evaluation, as does the national office of Big Brothers Big Sisters of America. We presently use the Performance-Based Outcome Evaluation tool developed by Big Brothers Big Sisters of America. The following is a summary of our most recent 12-month evaluations:

<i>POE Outcome Indicators</i>	<i>Percent of Mentees Showing Improvement</i>
Self-confidence	90%
Able to express feelings	82%
Can make decisions	74%
Has interests or hobbies	62%
Personal hygiene	35%
Sense of the future	82%
Attitude toward school	64%
Uses community resources	45%
School performance	68%
Shows trust	92%
Respects other cultures	46%
Relationship with family	52%
Relationship with peers	58%
Relationship with other adults	77%

F. Evaluation

Goals & Assessments: Please explain your short-term goals and long-term goals. Describe the changes in the target population that indicate the program's success. How will these changes be measured? Will anticipated changes affect the municipality's responsibility to this target population? How will the impact of this service on individual clients be tracked over time? Will there be additional beneficiaries? Will this service enable clients to become self-sufficient? How is this service linked to other human/social service programs in the community?

Our short-term goals are to make the matches and ensure that they meet regularly and focus on the needs of each individual child. Our long-term goals are to see parent improvement in school engagement and mentee improvement shown in our Performance-Based Outcome Indicators, which are measured after the first six months of a match and annually after that.

The mentees are our target population and through the use of our POE Evaluation Tool (see above) we will determine that our program is successful if most of the assets are improving for most of the mentees. We also determine success if the matches last for at least one year. Research has shown that matches that experience early closure can do more harm than good to a child. This is the reason we spend so much time providing support and resources for the mentors, as well as rigorous screening and training. Big Brothers Big Sisters of America has recently developed a Strength of Relationship evaluation tool that will be used 3 months into a match to determine whether the match is going well. This measurement will help guide the case manager in the nature of their match support.

Anticipated changes will positively affect the municipality's responsibility. If these children begin to have a more positive sense of the future they will do better in school and be less of a strain on the system. Our mentees will be tracked over time through the infrastructure that is in place at the program. Once we start working with a child and family, we remain committed to them. If the match ends, we usually rematch the child. Our POE is administered every year for the duration of the match and matches can last until a child is 18. We also make a commitment to the entire family, matching younger siblings and inviting parents to BBBS events as well as making referrals to other agencies if services are needed.

Providing mentors for individual children actually has a ripple effect, impacting the entire family. Once we start working with a child, Big Brothers Big Sisters of Hampshire County is committed to continuing to work with the family. We have found that once a child has a mentor the entire family benefits by the improved behavior in that child with parents and siblings. There is also respite for the family while the child is spending time with the mentor. In addition, the entire family will be invited to group events that the program hosts quarterly.

The BBBS case manager will also work closely with the family and make referrals to other agencies if other services are needed. For this particular project, the case manager will provide special training to the mentors in educational advocacy in order for the mentor to help when needed and to just generally have a better understanding of the educational issues for the family. In general, the entire family will feel a sense of being part of the BBBS community. We also try to find free camp experiences for the children in our program, especially those matched with students who are gone for the summer.

As children and families thrive, the entire community is positively impacted. Mentoring is a proven protective factor that has the potential to break multi-generational cycles of familial dysfunction. As children and families feel connected to Big Brothers Big Sisters, they begin to feel like they are part of a community. Feeling connected to the community in a positive way is another protective factor. Our case managers work to build a relationship of trust with the entire family. Certainly, at least for the mentees, the program encourages skills that will eventually allow the mentees to grow into productive, self-sufficient adults.

Our services are linked to other human services programs through all of the different coalitions in which Big Brothers Big Sisters is active such as the Amherst Human Services Network, COSA, and the Strategic Planning Initiative for Families and Youth. We are aware of the many

services offered and are able to make referrals easily. For this project we will be working particularly closely with Family Outreach of Amherst and the Amherst schools.

G. Agency Information

Please provide an overview of your organization, including length of time in existence, experience in successfully conducting activities for which funding is being sought, and skills and current services that reflect capacity for success.

Big Brothers Big Sisters of Hampshire County (BBBS) is a program of the Center for Human Development (CHD). Since 1972 CHD has been providing human services to meet the needs of the most at risk populations in Western Massachusetts and Northern Connecticut. CHD's mission states that "it is dedicated to promoting, enhancing, and protecting the dignity and welfare of people in need by providing a broad range of community-oriented human services." It provides fiscal management, human resources, technical and program support, and oversight for over sixty human services programs. Its thirty years of experience managing diverse programs guarantees sophisticated and efficient administration of programs. The programs themselves are grounded in the communities served and are responsible for fundraising, program monitoring development.

Since 1975 Big Brothers Big Sisters of Hampshire County (BBBS) has been providing one-to-one mentoring relationships to local children in need of positive adult influence and friendship. Supervised by a staff of professional (LICSW and M Ed's) case managers, volunteers spend time weekly with a child for at least one year developing a positive, trusting and enriching friendship. A special person, such as a Big Brother or Sister can often be the one factor that can change the destiny of a child's life, providing the resources and encouragement to become a productive and healthy adult. Just by sharing experiences, celebrating accomplishments, and listening to a child's concerns, a Big Brother or Sister can transform a child's life. As an affiliate of Big Brothers Big Sisters of America, we are able to provide our children with a mentoring model that is research-based and has proven to be an important protective factor in youth development.

A study conducted for Big Brothers Big Sisters of America by Public/Private Ventures, an independent research company, found that "Littles" who met regularly with their "Bigs" for about a year, compared with their peers, were:

- * 46% less likely to start using drugs (70% less likely for minority "littles")
- * 27 % less likely to start drinking
- * 52% less likely to skip a day of school
- * 37% less likely to skip class
- * 33% less likely to hit someone
- * more likely to make slightly higher grades
- * more likely to trust their parents
- * less likely to lie to their parents.

The program has a history of conducting activities very similar to what we are proposing in this application. We are the flagship mentoring organization in Hampshire county and have built

great expertise in this field. In order to support our mentoring relationships we always build strong and trusting relationships with the parents of the mentees. We are also extremely successful at working collaboratively with other service providers and schools. For many years we have had partnerships with the Amherst schools and other agencies. We have played a strong leadership role in building coalitions with other service providers, schools and higher education.

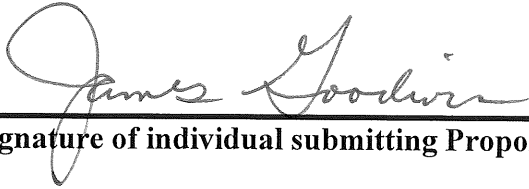
Presently, the program has a staff of three case managers, one director, one administrative manager and one Americorps member which allows us to serve approximately 160 children per year. We also have a clinical supervisor, Jenny McKenna, who has been donating an hour a week to the program for 18 years. It is our goal to increase our capacity to be able to serve more children and families. In the past, when we had more funding we were able to have 5 case managers and serve over 250 children per year. It is our goal to increase our capacity to this level again.

CERTIFICATE OF NON-COLLUSION

The undersigned certifies under penalties of perjury that this Proposal or proposal has been made and submitted in good faith and without collusion or fraud with any other person, business, partnership, corporation, union committee, club or other organization, entity or group of individuals.

10-28-10

Date



Signature of individual submitting Proposal or Proposals

Center for Human Development

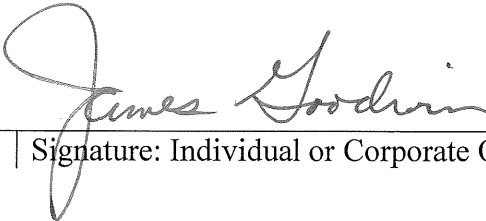
Name of Business

332 Birnie Avenue Springfield, MA 01107

Address of Business

CERTIFICATE OF TAX COMPLIANCE

Pursuant to Massachusetts General Law chapter 62C, sec 49A, I hereby certify under penalties of perjury that, to the best of my knowledge and belief, I am in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

04-250 3926	
Social Security or Federal I.D. Number	Signature: Individual or Corporate Officer

10-28-10

Date

PLEASE PRINT

Corporate Name: Center for Human Development

Address: 332 Birnie Avenue

City, State, Zip Code: Springfield, MA 01107

Projected Budget for this Activity

**CHD/Big Brothers Big Sisters of Hampshire County
Amherst CDBG Budget FY 2011 (July 1, 2010 - June 30, 2011)**

Personnel			
BBBS DIRECTOR (48,000 x .05 FTE)		\$ 2,400	The BBBS Director is responsible for program development, sustainability, and outreach. (2 hours per week)
CASE MANAGER SUPERVISOR (42,000 x .05FTE)		\$ 2,100	The case manager supervisor is responsible for ongoing supervision of the case manager. (2 hours per week)
CASE MANAGER (36,000 x .625FTE)		\$ 22,500	Case manager is responsible for creating new matches, providing ongoing individual and group supervision to mentors, and regular contact with FOA Advocate, Jessie's House stabilization worker, schools and families. (25 hours per week)
ADMINISTRATIVE ASSISTANT (28,000 x .05 FTE)		\$ 1,400	Process paperwork for maintaining program records, CORIs, references, data entry, etc. Also responsible for typing and formatting fliers and brochures and other recruitment material. (2 hours per week)
SUB-TOTAL SALARIES		\$ 28,400	
PAYROLL TAX			
F.I.C.A.		\$ 2,600	
UNIVERSAL HEALTH INSURANCE TAX		\$ 38	
UNEMPLOYMENT TAX		\$ 395	
WORKMAN'S COMPENSATION		\$ 675	
SUB-TOTAL PAYROLL TAX		\$ 3,708	
2. FRINGE BENEFITS			
LIFE INSURANCE		\$ 60	The agency pays 100% of a policy that covers employees for one year's salary in case of death.
DISABILITY INSURANCE		\$ 206	Agency pays 100% of short-term disability insurance.
HEALTH INSURANCE / DENTAL		\$ 5,206	Agency pays 80% of family, double or single health insurance and 50% of dental.
PENSION		\$ 971	After 2 years of employment, agency pays 3% of wages as contribution to pension.
SUB-TOTAL FRINGE BENEFITS		\$ 6,443	The Center for Human Development has a benefits package available to all qualified employees.
TOTAL PERSONNEL COSTS		\$ 38,551	

**CHD/Big Brothers Big Sisters of Hampshire County
Amherst CDBG Budget FY 2011 (July 1, 2010 - June 30, 2011)**

OTHER			
Rent	\$	1,440	Percentage of rent that represents the cost of 25 matches.
Office Supplies	\$	100	File folders, paper, pens, staples, etc. that represent the cost of supporting 25 matches.
Program Supplies	\$	400	Snacks, arts and crafts supplies, etc.
Insurance	\$	150	Represents the cost of insurance for 25 matches.
Postage	\$	20	Represents the cost of postage for 25 matches.
Printing	\$	30	Represents the cost of printing for recruitment material.
Mentor Training	\$	50	The cost of materials for training mentors including the Mentor Handbook, articles, etc.
Staff Training	\$	50	Training allotment for personnel associated with this project.
Telephone	\$	200	Represents the proportionate cost of telephone.
SUB-TOTAL OTHER	\$	2,440	
9. TOTAL DIRECT COST	\$	40,991	
			As a program of CHD we receive quality fiscal, personnel, payroll, legal, and other support services, as well as memberships and liability insurance. Indirect corporate cost is 10.7% of total budget.
10. INDIRECT COSTS	\$	4,912	
12. TOTAL COSTS	\$	45,903	
INCOME			
Amherst CDBG	\$	25,000	
Fundraising	\$	20,903	This revenue will be raised through the BBBS Bowlathon, Craft Fairs and individual donors.
TOTAL INCOME	\$	45,903	